Nonmetropolitan Counties
Labor Force and Employment
May 1988

	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz
CIVILIAN LABOR FORCE*	14,850	35,075	42,025	12,275	8,200	3,000	5,050
Total Unemployment	2,175	2,925	3,225	1,375	725	300	350
Rate	14.6%	8.3%	7.7%	11.2%	8.8%	10.0%	6.9%
Rate (Seas. Adj.)**	16.3%	8.4%	8.3%	11.7%	9.2%	10.8%	7.6%
Total Employment	12,675	32,150	38,800	10,900	7,475	2,700	4,700
THE ABOVE LABOR FORCE STATISTICS SHOULD NOT BE USED FOR ECONOMIC ASSISTANCE PROGRAMS							
TOTAL WAGE AND SALARY	15,425	25,175	38,875	10,600	5,375	2,925	3,300
Manufacturing	850	1,150	2,875	1,300	200	75	225
Mining & Quarrying	25	100	150	1,375	0	1,600	50
Construction	900	1,175	1,625	600	200	250	125
T.C.P.U.	1,950	1,575	2,400	400	150	50	100
Trade	1,550	5,425	9,150	2,375	1,650	225	1,075
F.I.R.E.	350	650	800	275	125	25	100
Services & Misc.	4,725	4,500	10,225	1,700	875	125	825
Government	5,075	10,600	11,650	2,575	2,175	575	800

	Mohave	Navajo	Pinal	Santa Cruz	Yavapai	Yuma
CIVILIAN LABOR FORCE*	30,500	26,125	37,900	9,825	35,900	44,800
Total Unemployment	1,800	2,750	3,325	975	2,100	10,725
Rate	5.9%	10.5%	8.8%	9.9%	5.8%	23.9%
Rate (Seas. Adj.)**	5.9%	12.0%	8.6%	11.1%	6.3%	20.4%
Total Employment	28,700	23,375	34,575	8,850	33,800	34,075
THE ABOVE LABOR FORCE STATISTICS SHOULD NOT BE USED FOR ECONOMIC ASSISTANCE PROGRAMS						
TOTAL WAGE AND SALARY	22,150	20,450	30,600	9,500	24,850	26,075
Manufacturing	2,975	1,925	3,550	1,250	2,400	1,550
Mining & Quarrying	325	1,225	3,875	0	800	100
Construction	1,650	1,100	1,425	300	2,100	1,400
T.C.P.U.	1,200	1,800	1,225	550	850	1,150
Trade	6,100	4,050	5,375	4,000	6,625	7,800
F.I.R.E.	1,000	375	825	400	1,025	925
Services & Misc.	4,950	4,550	4,475	1,425	5,550	6,050
Government	3,950	5,425	9,850	1,575	5,500	7,100

* Adjusted to the Current Population Survey (CPS) to reflect place of residence.
** Seasonal adjustment not applicable for economic assistance programs.

T.C.P.U. = Transportation, Communications, and Public Utilities
F.I.R.E. = Finance, Insurance, and Real Estate

Prepared in conjunction with the U.S. Department of Labor, Bureau of Labor Statistics.

Arizona Labor Force and Employment for Economic Assistance Programs May 1988

County	Civilian Labor Force	Employment	Unemployment	Rate
Statewide	1,628,641	1,534,595	94,046	5.8%
Apache	14,852	12,665	2,187	14.7
Cochise	35,065	32,141	2,924	8.3
Coconino	42,023	38,803	3,220	7.7
Gila	12,273	10,892	1,381	11.3
Graham	8,200	7,474	726	8.9
Greenlee	2,997	2,685	312	10.4
La Paz	5,042	4,692	350	6.9
Maricopa	1,012,747	966,136	46,611	4.6
Mohave	30,503	28,706	1,797	5.9
Navajo	26,119	23,364	2,755	10.5
Pima	310,392	295,718	14,674	4.7
Pinal	37,908	34,595	3,313	8.7
Santa Cruz	9,815	8,841	974	9.9
Yavapai	35,908	33,814	2,094	5.8
Yuma	44,794	34,066	10,728	23.9

These figures are the only official BLS labor statistics to be used for revenue sharing purposes. They are not designed to be used as economic indicators.

NOTE: Series for Yuma and La Paz counties start January 1983. Data are not comparable to any past series.

Arizona Unemployment Insurance Activities April 1988

	April 1988	March 1988	April 1987	% Change From One Year Ago
Claimants Served*	30,088	32,112	33,128	-9.2%
Avg. Weeks Unemployed**	8.6	8.7	9.3	-7.3%
Benefits Paid*	$11,082,992	$13,067,323	$13,408,351	-17.3%
Trust Fund Balance	$428,704,738	$419,860,962	$387,344,859	10.7%

*All Programs **UI Only

Estimated Hours and Earnings of Production Workers in Selected Industries Arizona

INDUSTRY	AVERAGE WEEKLY EARNINGS			AVERAGE WEEKLY HOURS			AVERAGE HOURLY EARNINGS		
	May* 1988	Apr. 1988	May 1987	May* 1988	Apr. 1988	May 1987	May* 1988	Apr. 1988	May 1987
Manufacturing	407.22	401.96	406.72	41.3	41.1	41.0	9.86	9.78	9.92
Aircraft & Missiles	INA	INA	522.86	INA	INA	42.2	INA	INA	12.39
Food & Kindred Prod.	340.02	360.30	409.77	39.4	39.9	43.5	8.63	9.03	9.42
Primary Metals	486.93	464.94	473.16	39.3	38.3	38.5	12.39	12.27	12.29
Machinery	407.11	401.57	389.86	42.1	41.7	40.4	9.67	9.63	9.65
Copper Mining	510.06	514.95	490.37	41.3	41.9	39.9	12.35	12.29	12.29
Construction	432.16	427.78	424.13	37.0	36.5	36.5	11.68	11.72	11.62
Utilities	615.46	636.01	602.93	42.3	42.8	42.4	14.55	14.86	14.22
Retail Trade**	242.39	244.94	243.20	32.8	33.1	32.6	7.39	7.40	7.46
Wholesale Trade	401.17	393.23	389.06	40.4	39.6	39.7	9.93	9.93	9.80

Estimated Hours and Earnings of Production Workers in Selected Industries Maricopa County

INDUSTRY	AVERAGE WEEKLY EARNINGS			AVERAGE WEEKLY HOURS			AVERAGE HOURLY EARNINGS		
	May* 1988	Apr. 1988	May 1987	May* 1988	Apr. 1988	May 1987	May* 1988	Apr. 1988	May 1987
Manufacturing	431.38	429.11	428.69	41.8	41.5	41.3	10.32	10.34	10.38
Construction	453.00	447.60	435.24	37.5	36.9	36.3	12.08	12.13	11.99
Retail Trade**	267.00	270.06	269.47	33.5	33.8	33.6	7.97	7.99	8.02
Wholesale Trade	414.94	408.18	393.03	40.8	39.9	39.5	10.17	10.23	9.95

Estimated Hours and Earnings of Production Workers in Selected Industries Pima County

INDUSTRY	AVERAGE WEEKLY EARNINGS			AVERAGE WEEKLY HOURS			AVERAGE HOURLY EARNINGS		
	May* 1988	Apr. 1988	May 1987	May* 1988	Apr. 1988	May 1987	May* 1988	Apr. 1988	May 1987
Manufacturing	376.55	374.01	346.89	38.9	39.0	38.5	9.68	9.59	9.01
Copper Mining	559.40	544.42	501.32	42.8	42.8	41.5	13.07	12.72	12.08
Construction	388.13	386.34	370.39	37.0	36.9	37.3	10.49	10.47	9.93
Utilities	568.37	574.75	526.51	41.7	41.8	40.1	13.63	13.75	13.13

* Preliminary.
** Excludes eating and drinking places.

NOTE: These estimates are based on a sample of full- and part-time production and related employees whose payroll and hours are reported for the pay period which includes the 12th of the month. Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.

1988 Occupational Employment Survey of TCPU, Trade, Education, and Government

The Occupational Employment Statistics (OES) program is a federal-state cooperative program to determine current occupational employment and to estimate future demand for occupational skills by industry. For 12 years, staff from the OES Unit of the Arizona Department of Economic Security have been collecting data with the support of the Arizona business community. Employment information developed by the OES program has established itself as an integral part of Arizona's education and manpower planning efforts. Career guidance counselors and students have access to the information on the microcomputer-based Occupational Information System. Other users are familiar with the Occupational Profile series covering Arizona's industries.

This year, the industries being surveyed are transportation, communications, and public utilities (TCPU); trade; education; and government. Larger employers will be contacted in person to collect the data. Employers with less than 100 employees may find it easier to complete the survey by phone rather than fill out a survey form. They may use our toll free number outside of the Phoenix area (1-800-321-0381) or call 255-3876 within the Phoenix area.

When the surveying is completed, the information is tabulated and organized, providing a clear representation of the occupational makeup of all Arizona industries. It is this information that is needed to develop an employment outlook for the years ahead--that is, which jobs are going to be in demand and which jobs are disappearing.

Luanne Evenson

New Developments

"New Developments" is featured each month as a service to employers and job seekers. It is a compilation of public announcements of the more significant new construction, grand openings, major hirings and layoffs, and other employer events that have special significance for Arizona labor markets. The announcements are paraphrased and otherwise edited from articles published in newspapers and other periodicals from throughout the state. "New Developments" is limited to space available, and no attempt is made to compile an exhaustive list of all such events that have occurred during the month.

AMUSEMENT - The Phoenix City Council has approved plans to build an open-air amphitheater near Union Hills Drive and Tatum Boulevard. The $6.5 million amphitheater will seat up to 18,000 people for plays and concerts. A nearby $1 million artisan village will have a collection of arts and crafts shops. Construction should be completed by next spring.

Construction will soon begin on a movie-production studio planned by Ripps Communications Co. for Scottsdale's new Horseworld equestrian center being built at 16601 North Pima Road.

EDUCATION - The PepsiCo Foundation will be contributing $1 million to the College of Business at Arizona State University in Tempe to establish an endowment for a fellowship support program. The program will target Hispanic and other minority students in their first year's work for a master of business administration (MBA) degree. Beginning with the 1989 fall semester, the program initially will support ten students.

Glendale High School, located at 6216 West Glendale Avenue, will be

having a $3.3 million renovation. The construction contract includes a new 30,000-square-foot gymnasium, remodeling of existing administrative offices, the addition of covered walkways, and upgrading of the landscaping and parking lot areas.

FINANCE - Valley National Bank of Arizona has closed four branches since January as part of cost-cutting efforts. Between 150 and 200 jobs have been eliminated statewide through layoffs, early retirements, and voluntary resignations. The branches that have already closed were the Paradise Valley Mall and Gateway Center branches in Phoenix and the La Ronde and Sun Bowl branches in Sun City. Two other branches targeted for closing are the Seventh Avenue and Camelback Road branch in Phoenix and the Dodge Boulevard and Fort Lowell Road branch in Tucson.

MeraBank will be building a $30 million operations and computer center near Buckeye Road and the Squaw Peak Freeway in the city-owned Phoenix Sky Harbor Center, west of Sky Harbor International Airport. The four-building complex will contain 400,000 square feet of office space and employ about 1,500 people. Completion is scheduled for early 1990.

Construction is under way on a new headquarters for Coury Financial Services Inc. at the Mesa airport. The $2.3 million project will consist of four buildings with aircraft parking and direct taxiway to the airport's runway. Completion is scheduled for November.

AGRICULTURE - The Environmental Research Laboratory of the University of Arizona in Tucson, and Houston investor, Fred Alcorn, have announced plans to develop a $4.3 million commercial fish farm in Hyder, about 50 miles northwest of Gila Bend. The project will be the first commercial application in Arizona of aquaculture technology developed at the Tucson laboratory. The farm will raise 1.5 million pounds of tilapia (also known as St. Peter's fish) a year. A processing plant will be built at an undetermined location between Tucson and Gila Bend. The fish farm will employ 12 people and the processing plant between 25 and 30. The first fish should be ready for market in two years.

Cochise and Graham counties were declared a disaster area after a freeze on May 2 caused $12.6 million of agricultural damage. The freeze destroyed 90 percent of southeastern Arizona's apple crop and damaged pecans, pistachios, corn, and other crops. At least one of the three apple-packing houses will not operate this harvest season, eliminating more than 200 seasonal jobs.

ARIZONA BUSINESSES - Three Arizona firms made the list of Inc. magazine's 100 fastest-growing small public companies in the nation in terms of percentage-revenue increases. They are MicroAge Computer Stores Inc. of Tempe (ranked 32nd), America West Airlines of Phoenix (ranked 42nd), and Intermark Gaming International Inc. of Phoenix (ranked 53rd).

CONSTRUCTION AND DEVELOPMENT - Hildon Homes has two single-family subdivisions under construction. The Village at Madera Parc will consist of 99 homes, priced from $88,950 to $105,950, at the southeast corner of Cooper and Elliot roads in Gilbert. Sunset View will contain 129 homes from the low $80,000s at 77th and Peoria avenues in Peoria.

Northridge, a mixed-use project planned for a 136-acre site at Interstate 17 and Beardsley Road in the Valley, has been approved for a build-out of up to 4.9 million square feet with a value of about $750 million. The development will

include office, retail, and light industrial space, a library, and a pedestrian mall.

Talavi, the Hopi word for sunrise, is the name of a mixed-use business park proposed for the southeast corner of 59th Avenue and Bell Road in Glendale. The estimated build-out would total about 1.6 million square feet of light industrial and office space and commercial use.

Construction has begun on Phase I of Centerpoint, a $150 million project to be located on 22 acres in downtown Tempe. Located on the southwest corner of Sixth Street and Mill Avenue, Centerpoint will consist of 560,000 square feet of office space, 200,000 square feet of retail space, a 300-room hotel, and 250 townhouses.

The 16th Street and Glendale Professional Office Complex is under construction in Phoenix. The $10 million complex will consist of two two-story buildings.

The Phoenix Planning Commission has approved rezoning of the Thomas Mall site at 44th Street and Thomas Road. The redevelopment project for the area, called Camelhead, will include 653,167 square feet of office space, a 324-room Pointe resort, 460 apartments and multifamily dwellings, an expanded library branch, 20 acres of open space, an outdoor theater, a child-care center, a fitness center, restaurants, movie theaters, and courtyards for art shows and other exhibits. The project will take 12 to 15 years to complete.

Construction is under way for the Brandywine Apartments at the northeast corner of 52nd Street and Oak in Phoenix. The $2 million, 80-unit complex will consist of four, four-story buildings with rental rates in the mid-range for the Valley.

Hewson Park at Southbank is an office and light-industrial complex under construction on the northwest corner of University Drive and 40th Street in Phoenix. The five-building complex will consist of more than 110,000 square feet of space.

Construction soon will begin on The Winfield House at 7227 East Second Street in downtown Scottsdale. The $17 million, life-care retirement facility will feature 163 private one- and two-bedroom residences, a 40-bed skilled-nursing center, and upscale social and recreational facilities.

Trammel Crow Homes will be developing two residential projects on 30 acres of land within Windmills West at Ray and McClintock roads in Chandler. Parkside Meadows will consist of 56 one- and two-story houses priced from $100,000 to $150,000. Parkside Estates will have 41 homes in the price range of $135,000 to $170,000.

Voters in Goodyear have approved a $15.5 million bond issue. The bonds will be used to improve parks, sewers, roads, public buildings, and other city services. Also approved was a primary property tax that will generate $300,000 for improvements in fire and police service.

Construction has begun on the new Communications Building for the City of Mesa at Sixth and North Center streets. The $3.5 million structure will contain the control center for the citywide communications network. A 195-foot tower and a 60-foot tower will be built as part of a microwave system.

Construction is expected to start in August on a $1.2 million government facility for both the Town of Buckeye and Maricopa County. The building will contain offices, a police department, a sheriff's substation, and an auto licensing division.

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ARIZONA LABOR MARKET INFORMATION NEWSLETTER

Vol. XII No. 8
August 1988

Unemployment Rate

Seasonally Adjusted
June*

ARIZONA	5.8%
Maricopa County	4.7%
Pima County	4.7%
UNITED STATES	5.3%

Consumer Price Index

U.S. - May 1988
Base = 1982-84

Wage Earner/Clerical Worker -	116.2
% Chg. Year Ago	3.8
All Urban -	117.5
% Chg. Year Ago	3.9

Phoenix - 1st Qtr 1988
Base = 1982-84

All Urban -	117.4
% Chg. Year Ago	3.1

Tucson - 1st Qtr 1988
Base = 1982-84

All Urban -	120.8
% Chg. Year Ago	3.0

*Preliminary

In the August Issue:

Employee Leasing 2

LMI Publications--Hot off the Press 5

Poll Identifies Need for Career Planning Assistance 5

The Arizona Labor Force in June . . 6

Arizona Labor Force Statistics . . . 8

New Apprenticeship Report for Counseling and Planning 13

New Developments 13

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Arizona Department of Economic Security
— Moving People Toward Self-Sufficiency

Employee Leasing

The term "employee leasing" may sound a little strange to those unfamiliar with it. But this concept may well have great impact on the future of personnel management.

Employee leasing (also known as labor leasing or contract staffing) refers to a client company signing an agreement to lease employees on a permanent basis from another firm which has all responsibility for personnel, including recruitment, hiring, payroll, benefits, taxes, discipline, and union negotiations. If the company already has employees, the company's existing workers are hired by the leasing firm and leased back to the client company. The client pays one fee covering the cost of each employee plus a small operating margin.

The idea was introduced in 1972 as a means to solve personnel problems of administration, paperwork, recruitment, and turnover for small- and medium-size companies. In 1981, there were six leasing companies with 4,000 employees. By 1985, there were at least 200 companies with 60,000 employees. One estimate for 1987 runs as high as 310,000 leased employees.

The Employee Retirement Income Security Act (ERISA) was enacted in 1974 to require employers to provide the same benefits and retirement plans to all employees. Nevertheless, the Tax Equity and Fiscal Responsibility Act (TEFRA) of 1982 had a safe harbor provision [Section 414(n)] allowing a company to set up a tax-deferred pension plan for its non-leased principals to which the company could contribute as much as 200 percent of salary, as long as the leasing firm offered employees pension benefits equivalent to at least 7.5 percent of salary with 100 percent immediate vesting. A large portion of an owner's profits could then be sheltered from taxes. The owner could set up a generous retirement plan or other tax-sheltered benefits for him- or herself without providing similar benefits for all employees.

There were few employee leasing firms before TEFRA. The Internal Revenue Service authorized them under private letter rulings which included the legal requirements that the employee leasing company have ultimate control over employees and be a specific business unto itself and that the employees of the leasing company be employees for all purposes of the company.

TEFRA provided a more specific definition of leased employees and employee leasing. A leased employee was defined as a person who provides services to a recipient on a substantially full-time basis for at least one year pursuant to an agreement between the recipient and the leasing organization. Such services must be of a type historically performed by employees in the business field of the recipient.

Lawyers and accountants began to warn that the potential for misconduct by leasing companies was great because of the high cash volume and limited actual assets of leasing companies. In fact, several large leasing firms actually failed in late 1983.

In 1984, the National Staff Leasing Association set forth the following code of ethics for its members:

- Provide uniform benefits to all employees.
- Accept legal responsibility for payroll and employee benefits.
- Disallow the acceptance of client deposits.

- Adhere to all applicable ERISA provisions and common-law employment practices.

National Staff Network was also formed in 1985 as a nationwide network of leasing companies that adhere to strict self-imposed guidelines.

It was also realized that TEFRA did not hinder improper employee leasing business practices among client companies. Therefore, the Deficit Reduction Act of 1984 and new IRS regulations will void leasing arrangements entered purely to skirt pension responsibilities. The IRS regulations specify the types of employees who can be excluded from, or included in, any plan based on a leased employee model before the plan will qualify for favorable tax treatment.

ADVANTAGES TO EMPLOYERS

Personnel administration and record keeping are transferred to the leasing firm, thereby reducing non-productive employee time. These costs could otherwise add up to as much as 4 to 10 percent of a small company's gross payroll.

A leasing company is able to qualify for large group discounts on health care coverage and life insurance because it pools employees from all client companies. A better benefits package makes the client more competitive with major corporations and reduces turnover. A 1983 industry study of 2,000 leased employees found that the turnover rate was reduced as much as 45 percent because of the better benefits and job security offered.

Employee leasing can also be especially useful in the following situations:

- Personnel areas in which a certain expertise is required.
- Specific project work in which exact costs must be identified.
- Personnel development in geographic areas outside the company's normal operating area.
- In personnel-related situations where isolation from the rest of the company is preferred.

ADVANTAGES TO EMPLOYEES

Employee leasing can offer a better and more comprehensive benefits package than is often available from a small company.

A leased employee has better job security. If a client needs to reduce staff, the employee might be reassigned to another client.

Employees have more position flexibility. The leasing company may be able to assist an employee wanting to change positions by locating a new position with a different client with no change in benefits.

DISADVANTAGES TO EMPLOYERS

Although employee leasing may be quite beneficial for many firms, it is not the best idea for some. Small businesses may lose tax credits and incentives offered by the federal government for employment of targeted employee groups. In addition, the client's work force is dependant on the economic stability of another company, making it imperative that a company check out the financial condition of a prospective leasing firm as much as possible.

Another problem involves the overlap of employee supervision. Although the leasing company technically employs the workers, few clients want to surrender the control and supervision of the workers and how their jobs get done. Therefore, an owner would not want to fire him- or herself and then be leased back to the

company, even though doing so would avoid problems caused by overlapping supervision. The issue of joint employers is a concern in cases of liability.

The U.S. Court of Appeals in Philadelphia found in NLRB vs. Al Bryant, Inc. (711 F.2nd 543, 1983) that one employer, while contracting in good faith with an otherwise independent company, retained for itself sufficient control of the terms and conditions of employment of the workers who were employed by the other employer.

A finding of joint employer means that problems of the leasing company become problems of the client company. For purposes of labor law and, and to some extent tax law, there has been no separation of employees from the client company.

PRECAUTIONS FOR EMPLOYERS

Redeker and Castagnera, labor attorneys, suggest that companies wanting to lease employees do the following:

- Look for an established company with well-defined personnel practices and policies, because they are less likely to go bankrupt.
- Each part's personnel responsibilities should be clearly defined in the leasing contract. Even though there is no set of policies and practices that will eliminate joint employer problems, a clear division of responsibilities will establish which entity made particular decisions. Nevertheless, federal and state laws may require the retention of significant control over certain employees.
- Lease managers as well as rank and file and give responsibility for day-to-day decisions to these managers.
- Choose a leasing firm that has the general practice of transferring, rather than discharging, employees who do not work out with one client.

Paul C. Driskell of Translabor Leasing Corporation also has some advice for selecting a leasing firm:

- Find out how long the firm has been in business.
- Ask to see a client reference list.
- Find out exactly what the leasing company provides.
- Ask to meet the prospective field service representative.
- Do not consider a firm without service locations in reasonable proximity to the employees it will provide.
- Do not do business with a company that is not financially solvent.
- Do not hire a firm with no knowledge of your industry.
- Ask if the leasing firm has an existing employee relations and safety program.
- Compare prices and services.
- Insist on regular service reports or meetings with the account executive.

Barbara Keene

SOURCES:

Paul C. Driskell, "A Manager's Checklist for Labor Leasing," Personnel Journal, October 1986.

Tammy Linn, Eide Helmeke & Co.; Joe Powell and Carmen Powell, M & P Leasing, Inc., interview in October 1987.

Michael J. McCarthy, "Employee Leasing Lives, Despite Predictions," The Wall Street Journal, June 1, 1988.

James R. Redeker and James O. Castagnera, "The Legal Nightmares of Employee Leasing," Personnel Journal, February 1985.

Marvin R. Selter, "On the Plus Side of Employee Leasing," Personnel Journal, April 1986.

LMI Publications-- Hot off the Press

The following recently revised publications prepared by the DES Research Administration can be ordered from the address on the back of this newsletter or by calling (602) 255-3871. One copy of each publication will be sent at no charge. Multiple copies are available at a nominal charge to help cover the cost of printing. Other DES offices can order these publications directly from DES Supply.

Arizona Occupational Profile: Educational Services (PAL-442) and Arizona Occupational Profile: Hospitals (PAL-332) are two in a series of publications produced from information obtained through the Occupational Employment Statistics (OES) survey. These profiles, published every three years, list estimated employment levels of occupations in the educational services and hospitals industries.

In addition to current estimates, occupational projections for 1989 (educational services) or 1990 (hospitals) of the number of job openings due to growth and separations are included at both state and county levels. An analysis of trends in the industry and its occupations is also in each book. These books are valuable for job seekers, public and private administrators, and those involved in training, recruiting, and counseling.

The educational services industry, for purposes of this publication, consists of establishments providing academic or technical instruction, including elementary and secondary schools; colleges, universities, and technical schools; libraries and information centers; and correspondence and vocational schools. Not included are beauty schools, barber colleges, and establishments providing job training and vocational rehabilitation services.

Hospitals include establishments primarily engaged in providing diagnostic medical services, extensive medical treatment including surgery, continuous nursing care, and academic and research activities. These hospitals have the facilities, staff, and equipment to provide comprehensive health care to patients requiring either acute or rehabilitative care. Not included are offices of health care practitioners, nursing and personal care facilities, medical and dental laboratories, and outpatient care facilities.

The Sample Resume (RS-016) is a one-page example of what a well-prepared resume might look like. This sheet is helpful for job seekers and career counselors.

Poll Identifies Need for Career Planning Assistance

Young people and other workers planning their work lives are getting too little assistance according to a survey by the Gallup Organization of Princeton, New Jersey, on behalf of three interested national organizations. The National Career Develop-